



**Nike EMEA leverages insights from
SO DIGITAL GLOBAL BRAND E-COMMERCE
EXCELLENCE PLATFORM
to create a distinct post-purchase
D2C eCommerce experience
in WE, CEE, Russia and Turkey.**

Executive summary

To meet ambitious global growth targets agenda in a sluggish own physical retail environment, Nike EMEA has spent most of 2015, 2016, and 2017 in an aggressive expansion of D2C eCommerce capabilities across markets in WE, CEE, Turkey and Russia. Nike EMEA leveraged insights from our platform to create a supercharged, distinctively Nike, international D2C eCommerce post-purchase experience.

About the client

NIKE, Inc., named for the Greek goddess of victory, is the world's leading designer, marketer, and distributor of authentic athletic footwear, apparel, equipment, and accessories for a wide variety of sports and fitness activities. In 2015, Nike released a bold statement that it would reach **\$50 billion in annual revenue by 2020**. In order to reach this target, Nike had to grow at an approximate **10.3%** compounded annual rate. It planned on achieving this through growth in e-commerce, women's, and its Jordan brand. E-commerce is a large part of Nike's growth strategy. The target required compounded annual growth of 42% for eCommerce sales.

"Ecommerce Target : 42% growth YoY"



DURING THE PERIOD OF 2015-2016, NIKE'S E-COMMERCE QUARTERLY REVENUE GROWTH YOY RANGED TO 56% WHICH WAS WELL ABOVE NEEDED 42%.

The Challenge

Such aggressive growth targets could only be achieved by Nike offering its e-commerce capabilities in new regions. However, such forceful opening of new markets via own eCommerce capabilities was impossible without precise and tailored insights into eCommerce competitive dynamics of the market and sports goods segment. These markets were not only already served by Nike retail partners at different stages of e-commerce maturity but represented an unknown in terms of online purchase habits and online consumers expectations. With a differentiation product assortment strategy in place, and in line with global digital brand and e-retail ecosystem positioning where Nike.com served as the place for the ultimate Nike experience, the direct-to-consumer purchasing experience not only had to outcompete those of its retail partners in individual markets, and market averages, but also be distinctively "Nike".

The Solution

In order to gain definitive insights into competition dynamics and consumers' average expectations from an online shopping experience within and across markets in EMEA region, Nike leveraged SO DIGITAL GLOBAL BRAND E-COMMERCE EXCELLENCE PLATFORM. As benchmarking of market leading online retailers across the phases of post-purchase is at the heart of our platform, Nike was able to gain invaluable insights to plan, formulate and execute consumer post-purchase strategies and required strategic operational alignments that would drive value adding fulfillment services. Insights were used to differentiate from already present partner retailers serving Nike consumers and outcompete its category competitors.

Required alignments across the supply chain, their scope and depth, would have been impossible to define without market level (sport) e-retailers' insights into crucial competitive elements which comprise a differentiated premium customer post-purchase experience. Such as best performing carriers, standard lead times, packaging standards, omnichannel and cross-channel functionalities, delivery and returns, promotional and marketing strategies employed etc. and providers.

Results

11

COUNTRIES RESEARCHED

120

RETAILERS BENCHMARKED

12k +

DATA POINTS ON POST-PURCHASE EXPERIENCE PERFORMANCE COLLECTED

56% +

E-COMMERCE YOY GROWTH BETWEEN 2014-2016

Having market research results organized into user-friendly platform experience enabled cross-functional teams at Nike EMEA to easily access necessary data and derive insights required to define and implement winning e-commerce post-purchase strategies.

SO DIGITAL

Global Brand Excellence Solutions

